

Office of Human Resources Performance Plan FY10

Contribution to Montgomery County Results

A Responsive and Accountable County Government
Affordable Housing in an Inclusive Community
An Effective and Efficient Transportation Network
Children Prepared to Live and Learn
Healthy and Sustainable Communities
Safe Streets and Secure Neighborhoods
A Strong and Vibrant Economy
Vital Living for all of Our Residents

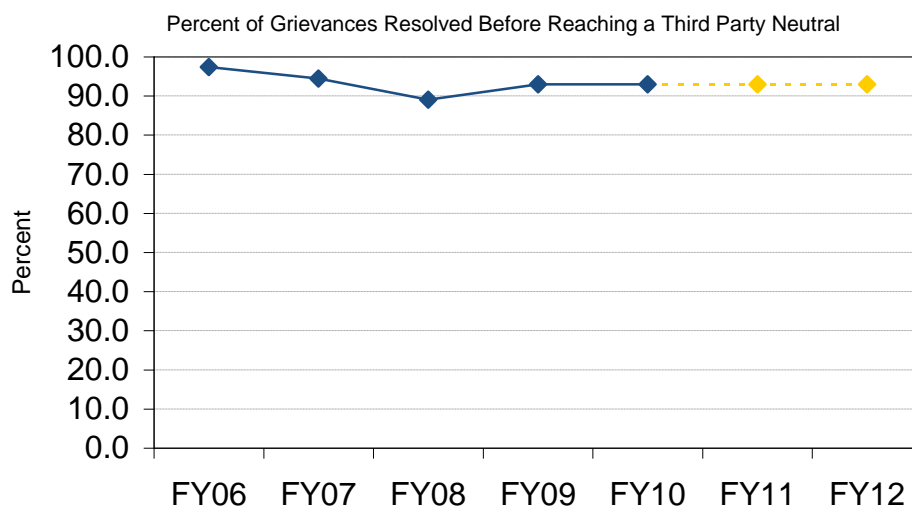
Contribution of OHR

What OHR Does and for Whom	How Much
<p><u>Overall</u></p> <p>The mission of the Office of Human Resources is to provide a proactive and responsive human resources program that attracts, develops, and retains a diverse, high performing, and well qualified workforce.</p>	<p>FY10 Budget: \$ 8.5 million (General Fund)</p> <p>EE Health Benefits Self-Insurance Fund (11.8 WYs; Budget; \$174.3 million)</p> <p>Number of Employees: 86 [Work Years = 45.6]</p>
<p><u>Director's Office</u></p> <p>The Director's Office is responsible for: human resources policy development and planning; the administration of human resources programs; direct the design and implementation of new initiatives to better serve customers and improve organizational performance.</p>	<p>\$ 0.7million</p> <p>3.8 work years (WYs)</p>
<p><u>Business Operations and Performance</u></p> <p>Review and evaluate the duties and responsibilities of individual positions and occupational classes. Ensure that employees are accurately and appropriately compensated. Provide management and oversight to records management, financial management of the budget and employee health benefits and retirement funds. Processes personnel actions.</p>	<p>\$2.0 million</p> <p>15.5 work years (WYs)</p>
<p><u>Change Management, Training, and Organizational Development</u></p> <p>Administer a centralized workforce development and change management program that recognizes employee's contributions, develops leadership competencies and facilitates professional and personal development and improved organizational effectiveness.</p>	<p>\$1.7 million</p> <p>6.1 work years (WYs)</p>

<u>Selection and Recruitment</u> Recruit and hire permanent and temporary employees through outreach activities, providing guidance to departments, new employee orientation and administration of examinations.	\$1.4 million 9.4 work years (WYs)
<u>Labor and Employee Relations</u> Negotiate collective bargaining agreements on behalf of the County Executive. Provide early intervention strategies in workplace disputes. Implement personnel policy and personnel regulation changes.	\$1.0 million 5.8 work years (WYs)
<u>EEO and Diversity Management</u> Investigate complaints of harassment and discrimination by and against employees. Conduct mandatory and requested EEO training. Diversity management, maintain and analyze demographic statistics.	\$ 0.4 million 3.8 work years (WYs)
<u>Benefits and Information Management</u> Manage the County's group insurance and retirement benefit programs. Provide management and oversight to the department's information technology initiatives.	\$173.7 million 9.0 work years (WYs)
<u>Occupational Medical Services</u> Provide multi-disciplinary occupational medical services, including health promotion, work-related medical and safety hazard assessments, and employee disability management in order to promote the health, wellness, and productivity of the County workforce.	\$1.9 million 4.0 work years (WYs)

Headline Performance

Measure 1: Success of Labor Relations Efforts



The Story Behind the Performance

Contributing Factors:

1. Support from the County Attorney's Office and other County departments in protecting the County's interests in: contract cases which are disputes arising from a grievance filed against the County for disagreements in interpretation of the collective bargaining agreement; interest cases which are disputes that are heard by a third party neutral after efforts to negotiate a successor collective bargaining agreement or other memoranda of understanding with an employee representative have reached impasse; and, in unfair labor practices which are hearings and decisions involving claims that one party violated one of the County's unfair labor practices.
2. Employees and managers carry out their work in accordance with the collective bargaining agreements and the County Personnel Regulations.
3. The Office of Human Resources trains managers in basic labor relations tools to manage performance and address employee conduct prior to formal disciplinary action.
4. Willingness of the unions to collaborate and reach mutual settlements of disputes and adverse actions, including suspension, forfeiture of leave, and dismissals for merit and non-merit employees

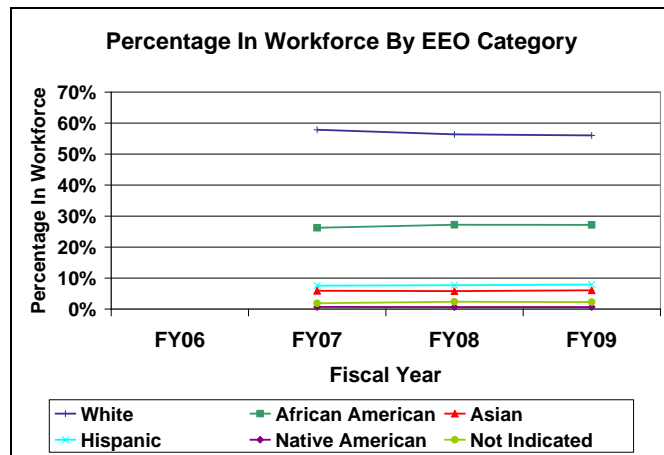
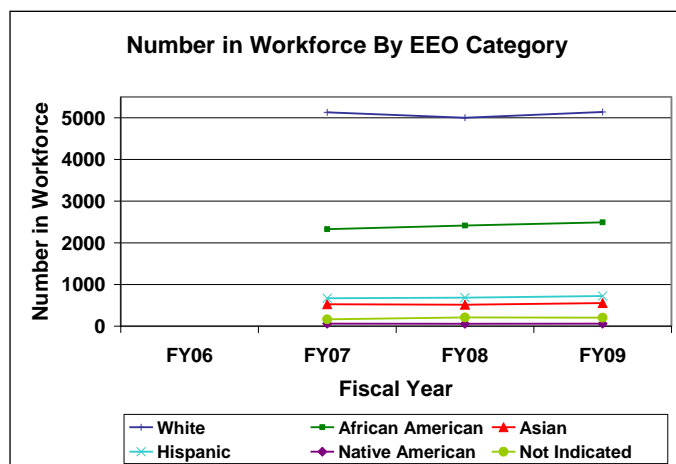
Restricting Factors:

1. Political factor-unions faced with pressure from membership
2. Labor arbitration and operating budget.
3. A Labor Relations manager position was vacant during the latter half of FY09. Through a reassignment of the existing workload as well as the further utilization of technology, the existing specialists and manager on the labor team, the team was able participate in reopeners.
4. In response to the financial crisis facing the County, OHR was able to engage MCGEO, FOP and IAFF in voluntary contract reopeners resulting in the deferral of general wage adjustments for all employees in the respective collective bargaining units.

What We Propose to Do to Improve Performance:

1. Create a more harmonious labor relations atmosphere by collaborating with departments and unions, both at the top and front line delivery of services and tools.
2. Institute quarterly labor relations work group meetings for HR Liaisons within departments.
3. Training of departments and advising them on the best possible management decisions to successfully avoid third party hearings.
4. Move towards Interest Based Bargaining for non-economic items so that Labor and Management have a better understanding of interests and can implement those interests as items of interests are negotiated.
5. To prepare for negotiations, be sure that appropriate resource allocation occurs through the budget process, including resources necessary to secure top consultant and legal advice and support.
6. Through the expansion of the ePerform online performance evaluation system, OHR will monitor performance and provide guidance to managers and supervisors for consistency and to ensure accountability and be able to set performance expectation and goals.

Measure 2: Workforce Utilization of Minorities and Women



The Story Behind the Performance

Contributing Factors:

The Office of Human Resources-EEO Compliance and Diversity Team provided demographic (race, ethnicity and gender) data for the County's workforce for a period of three fiscal years. The data shows a consistent increase of representation in most ethnic and racial groups in the County workforce.

Contributing factors for the shift in workforce demographics are as follows:

1. Strategic efforts of OHR to increase representation in all job groups, particularly in management ranks.
2. Increase use, Countywide, of resources which target or appeal to under utilized groups.
3. OHR followed Task Force recommendations on the application and hiring process for managers. MLS positions were broadly advertised using a variety of diverse media and online sites (84% advertised with diverse sites). The team established relationships with the Office of Community Partnerships, the CE's Minority Advisory Group chairs, and the County's Employee Associations and consistently uses these networks for widespread distribution of job flyers

Restricting Factors:

Factors which may limit the County's ability to increase representation at its established goals or be more aggressive include:

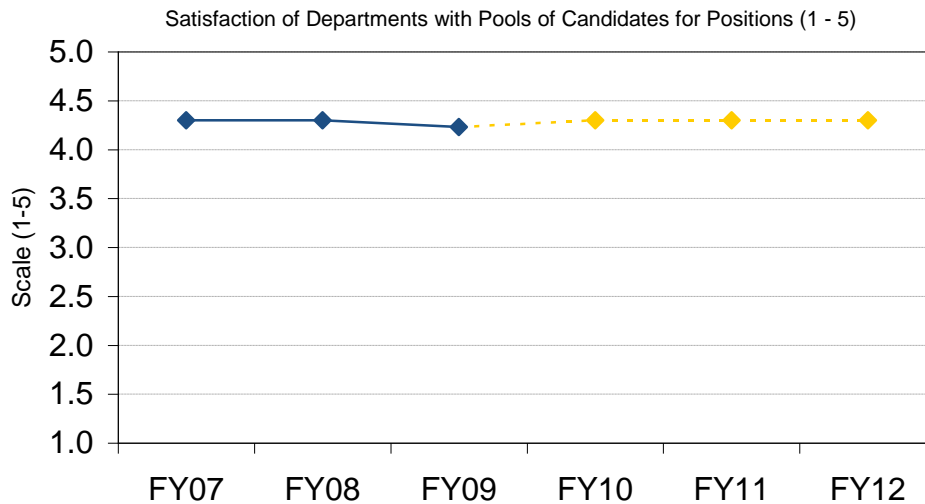
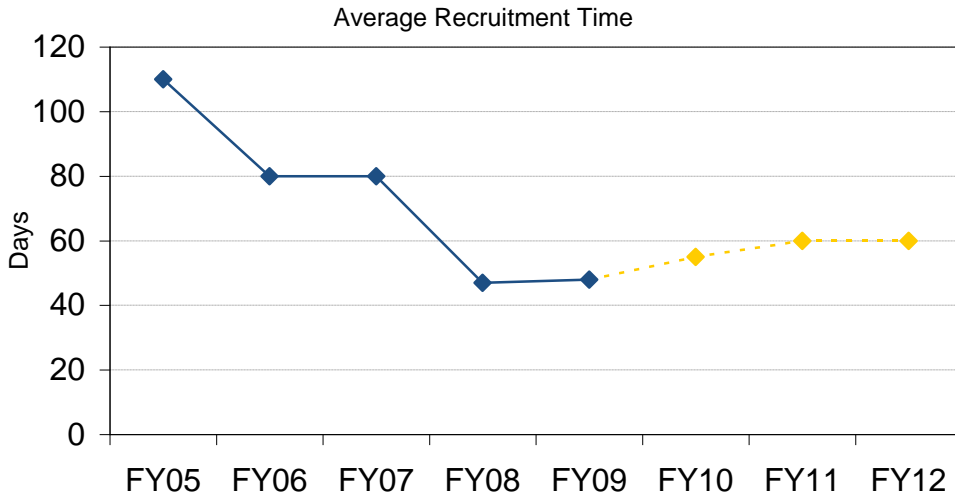
1. The County hiring freeze (limitation on internal candidates only when vacancies exist).
2. Reduction in force which strictly limited hiring to internal candidates which may reduce the diversity in the pool of candidate overall, but particularly as it relates to the management (MLS) ranks.
3. Departmental budget cuts may limit recruitment initiatives to targeted groups.
4. Budgetary cuts limit the ability to offer hiring incentives.
5. Published RIF may discourage candidates who perceived employment as unstable.
6. Departmental reductions affecting number of recruiters and role of recruiters (performing non-recruitment activities).

What We Propose to Do to Improve Performance:

1. OHR will create public advertisements of county job vacancies through a partnership with Radio America, a major radio station that serves the National Capital Region.

2. Monitor hiring practices at all levels of employment with an emphasis on MLS vacancies, in particular
3. Consider removing “internal candidate only requirement” for vacancies where there is evidence of under-utilization in specific job groups.
4. Review department hiring practices and make recommendations for modification to increase diversity and remove artificial barriers.
5. OHR will implement an enhanced MLS hiring process.

Measure 3: Average Recruitment Time and Satisfaction with Candidate Pool



The Story Behind the Performance

Contributing Factors:

1. During Fiscal Year 2009, the OHR-Recruitment and Selection Team spent a significant amount of time preparing departments, agencies and employees for the Reduction-In-Force (RIF) and implementing the Reduction-In-Force.
2. Collaboration was done with the training team to provide information and resources to affected employees.
3. OHR had the majority of recruitments only for employees and a small number exempted for outside recruitment. Filling positions from within meant smaller applicant pools and quicker rating processes.
4. This is a unique period of time with dual exemption processes, RIF, filling positions internally, County budget restrictions, etc. We anticipate in a normal recruitment year, the number of days to fill a position would be higher.

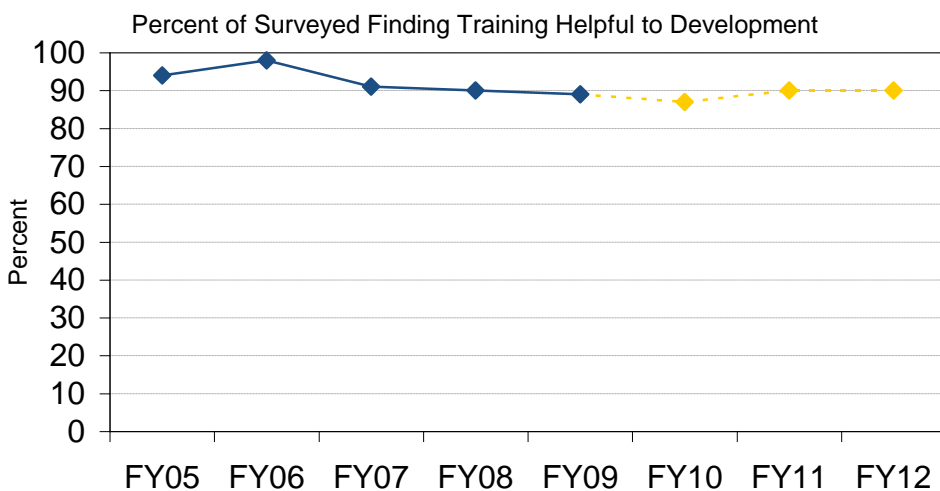
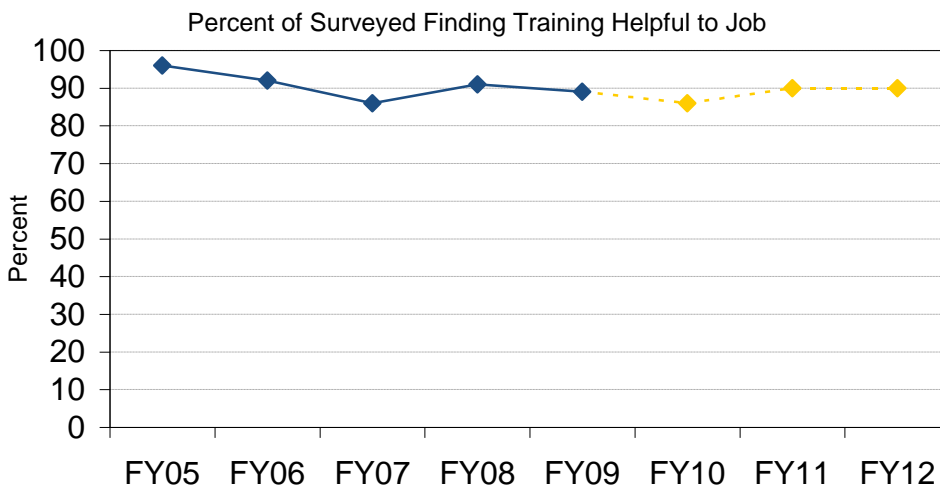
Restricting Factors:

1. This year the County has been faced with a major budget shortfall, limited resources for outreach, a large Reduction-In-Force, a hiring freeze and two different processes for position exemptions. In some cases vacancies receive either too many or too few applicants.
2. There are hard to fill positions or positions with unique skills/licensure.

What We Propose to Do to Improve Performance:

1. OHR worked with a consultant to review its hiring process in order to streamline the process and created a template for a staffing plan that will be required from departments. This plan should identify upfront SME raters, interviewers, the advertising plan, etc. This will assist department with organizing the process and maintaining deadlines.
2. OHR will streamline the recruitment process by limiting the preferred criteria to only the most critical skills/competencies.
3. OHR will implement an enhanced MLS hiring process.
4. Partner with departments and agencies regarding their needs for hard to fill and unique positions
5. Follow-up with departments regarding recruitments that scored low with the intent to improve the process for the future.

Measure 4: Customer Satisfaction with Training



The Story Behind the Performance

Contributing Factors:

1. OHR conducted needs assessments and focus groups to align and develop course work that promotes the County's priorities and values by enhancing employees' competencies.
2. In response to employee needs, OHR provided a competency-based, blended learning approach that assists in attracting, training, and retaining employees.
3. In FY09, OHR partnered with the Department of Technology Services, Department of Health and Human Services, the Office of Emergency Management and Homeland Security, the Office of County Executive, the County Attorney's Office, and the Department of General Services to develop and implement seven (7) new computer-based training (CBTs) programs.

4. During FY09 the County offered 672 courses (excluding CBTs) for which 6,217 employees attended however there were a total of 14,142 participants. Some employees attended more than one training course.
5. The number of classroom-based training courses offered was reduced due in part to an increased offerings in Computer Based Training (CBTs) and reduced number of mandatory courses offered for new employees due to the County's hiring freeze.

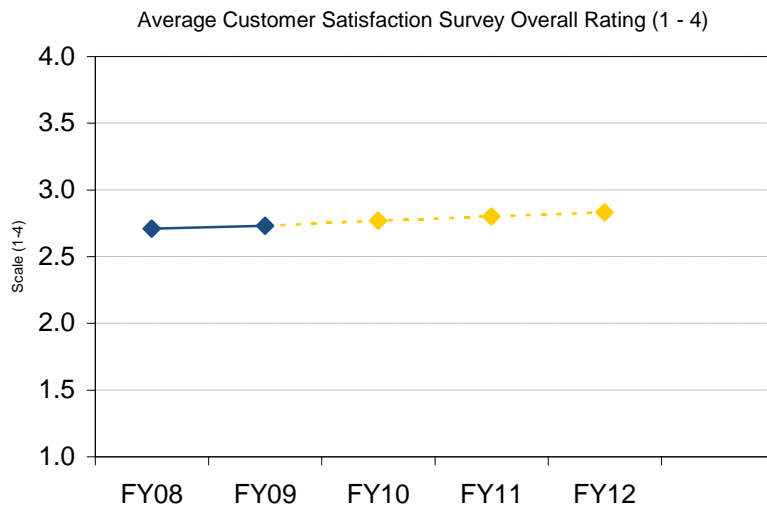
Restricting Factors:

1. Due to a high demand for Microsoft computer software training with the County and the current fiscal constraints, there is limited computer training classroom availability.
2. A workforce study in 2007 by the Office of Human Resources determined that 65% of current County Managers will be eligible to retire within five (5) years.

What We Propose to Do to Improve Performance:

1. With the implementation of Enterprise Resource Planning (ERP), Montgomery County will be able to capture training data across departments and, where possible, increase program offerings highlighted in the October 2008 Training Survey of un-represented employees.
2. Publish monthly calendar of training classes through its annual training catalog and web site to provide increased advertisement and promotion of training programs to all County employees.
3. Publicize and promote all mandatory training programs three times a year to all County managers and upon request, provide department specific Mandatory Training Completion report.
4. Explore the feasibility of partnering with other local municipalities to develop a joint Computer Based Training contract to expand on existing Computer Based Training Programs.
5. Due to a high demand for Microsoft computer software training, on a quarterly basis OHR will offer 1- 1 ½ hour "Tips and Tricks" which corresponds to the high enrollment classes and will allow increased employee access to computer software training. This will be taught by in-house experts.

Measure 5: Responsive Customer Service



The Story Behind the Performance

Contributing Factors:

1. OHR pushes information out to the customer with the use of its electronic resource library and information technology applications.
2. OHR impacts a large population because it services the total employee population and external stakeholders.
3. OHR can be creative and innovative because of its vast services and diverse population.
4. When OHR representatives serve as business partners within the departments the rate of satisfaction is high. For example OHR has representatives detailed to Public Libraries and the Police Department. The departments have expressed interest in continuing this relationship.
5. OHR has developed Standard Operating Procedures (SOPs).

Restricting Factors:

1. OHR does not have the technology to determine whether all calls and emails have been responded to. After implementation of MC311, OHR may be able to leverage this technology to monitor the time it takes to reply to emails and phone calls.
2. OHR has a diverse group of customers and diverse services, therefore it may be impossible to ensure that all customers are very satisfied

What We Propose to Do to Improve Performance:

1. Update its 2003 Strategic Plan, including:
2. Affirming its vision and mission
3. Determining Key Result Areas (KRA's) and the critical outcomes related to those KRA's
4. Aligning HR functions to processes that produce those critical outcomes (i.e., removing functional barriers)
5. Assess the effectiveness and efficiency of staff activities in contributing to desired process outcomes and to ensure that staff responds consistently to requests from departments
6. Institute processes to maintain the Strategic Plan as internal and external environments change;
7. Address knowledge management and transfer through a comprehensive succession planning methodology
8. Develop a Communications Plan and SOPs with the same format for all divisions.
9. Prepare for the implementation of ERP

Measure 6: Active and Retire Members Satisfaction with Group Insurance

Benefits Communications (UNDER CONSTRUCTION). This will be determined by a customer satisfaction survey.

Measure 7: Percentage of the Health and Prescription Vendors that Met Performance Guarantees during the FY (UNDER CONSTRUCTION).

This will be based on reports from vendors.

Appendix C: Data Development Agenda

Measure 6: Active and Retire Members Satisfaction with Group Insurance Benefits

Communications (UNDER CONSTRUCTION). This will be determined by a customer satisfaction survey.

- Using the OHR Voici survey tool, Benefits has developed communication surveys to measure the effectiveness of current and new communications as well as how our customers prefer to receive their communications; blogs, webinars, paper mailings, podcasts, etc.
- The survey is being sent to all those who are eligible for group insurance coverage under the County's plans excluding COBRA individuals with a response date of December 31, 2009. Those who are eligible include retirees, survivors, County employees and participating agency/municipality employees.
- Data will be reviewed and reported on by May, 2010.

Measure 7: Percentage of the Health and Prescription Vendors that Met Performance Guarantees during the FY (UNDER CONSTRUCTION). This will be based on reports from vendors.

- Health and prescription carriers are sending reports to the County detailing whether or not they have met their performance guarantees. The data from these reports will be reported including any penalties for not meeting the guarantees.
- Customer satisfaction surveys are part of the carrier performance guarantees and the results will be reported as part of this Performance Measure.

ADDENDUM:

Responsive and Sustainable Leadership

Collaborations and Partnerships:

- Developed relationships with ethnic minority professional associations, fraternities, sororities, and advocates (e.g., National Black MBA Association, National Society of Hispanic MBA's, LULAC, National Forum for Black Public Administrators, Pan-Asian groups, etc.) to increase our outreach recruitment.
- Partnered with Montgomery Works and TransCen for the Customized Employment Initiative designed to place significantly disabled individuals in County positions by matching work tasks with the individual's interests, skills and competencies.
- HR partnerships have been created among the various County agencies to foster both the sharing of information as well as innovative HR solutions to common issues.
- Partnered with MCGEO, UFCW, Local 1994, to establish a collaborative labor relations environment, including nationally recognized pre-disciplinary settlement ADR program, facilitated leadership training with the Department of Health and Human Services, and the County-wide labor management relations committee.
- Matrixed labor relations function with the Department of Police to provide consistency in labor relations policy/strategy.

Innovations

- Implementation of an upgraded online application system with increased functionality. Applicants will be able to save their resumes, receive automatic notifications of postings for jobs they are interested in, save searches for jobs, and check the status of their resumes online throughout the recruitment process.

- ePerform is a web based performance management and compensation system that was implemented during FY2008. This online system is designed to help supervisors and employees communicate about performance expectations and evaluation, and manage pay and compensation changes.
- In collaboration with DTS, designed, developed and implemented computer based training programs in the following areas: Random Moments: Performance Quality Initiative, ePerform Performance Planning and Evaluation Employee Training, and Records Retention and Management Training.
- Implementation of the disciplinary and grievance tracking system. Historical data from all departments over the last two years on grievances and disciplinary actions was migrated into the tracking system.

Effective and Productive Use of the Workforce/Resources:

- A collaboration with Managers of Business Operations and Performance, Labor, EEO and Diversity, and Recruitment and Selection resulted in the development of a plan on strategies to improve MLS diversity hiring.
- Integrated Police Stress Management unit seamlessly into OMS and OHR.
- Developed the annual financial disclosure report that was attached to the Executive Regulation.
- Trained department HR Liaisons on how to access and use ePAF and Financial Disclosure.
- Revised EEO Training
- Enhanced the ePerform performance management forms to make it user friendly and allow for easier navigation. Facilitated transition of the review cycle from five to one (fiscal year only) which will ensure a consistent performance management process and pay cycle.
- Administered promotion, transfer, RIF, and other selection processes under the merit system. The RIF was one of the largest RIFs that the County has faced. Over 90 employees were affected by the RIF. Successfully placed all but 21 individuals.
- Successfully implemented the Guaranteed Retirement Income Plan (GRIP).
- Wrote professional training service contracts to provide flexibility to department and interagency (piggy back contracts). Interagency resources and ideas are shared to be more cost effective.
- The number of classroom-based training courses offered was reduced by 9% to 672 courses. However, the overall participation in classroom-based training increased by 1.6% to 14,142 participants. Offered Computer Based Training (CBTs) where there was participation by 2,941 employees.
- Devoted 100+ hours training managers on appropriate disciplinary actions.
- Mandatory and elective training programs increased awareness on disciplinary actions.
- Implemented a new Disciplinary Tracking System where 150 cases were placed in the Tracking System; there has been 50% reduction in the case closure time of up to 50% compared with the paper-based system.
- In 2008/2009 in response to the financial crisis facing the County, OHR was able to engage MC GEO, FOP and IAFF in voluntary contract reopeners resulting in the deferral of general wage adjustments for all employees in the respective collective bargaining units. This deferral of general wage adjustments was passed on to non-bargaining unit employees.

Succession Planning:

- OHR has developed Standard Operating Procedures (SOPs) to ensure policies and procedures are widely known, used, and kept current.
- Policy Memorandums are centralized next to SOPs on OHR shared drive

- Each Division has standing team meetings in order to share knowledge. Other teams are invited to the meetings to further share knowledge with employees in other divisions within OHR.
- Each employee works with a back up employee who can handle duties in the event that an employee is off of work.

Internal Controls and Risk Management:

- Ensured pay transactions occur through an information technology system as a result employee's pay and other transactions are accurate.
- Cleared obstruction and excessive boxes and papers and sent records to Centralized Records in order to reduce the risk of employee injury.
- Reviewed in-house tracking systems and dashboards for compliance.

Environmental Stewardship:

- Used scanning capabilities more frequently
- Reviewed processes and see where we may be able to automate
- Allowed for requests to be made via email in lieu of memorandums
- Used email for leave approval
- Placed more information online instead of offering hard copy of the material
- Encouraged information technology usage for storing information as well as more information technology solutions such as ePerform enhancements, ePAF, discipline tracking, financial disclosure, etc.
- Discouraged printing of emails and attachments
- Encouraged email rather than faxes
- Turned off lights when not in the office and used natural sunlight when in the office
- Last employee in the office turns off all equipment, including printers